Case 2

Quiz questions

What’s the most important question?

* Sneakers or persistent

What is the price?

* Use wholesale price,

How long does this project last?

* 3 for persistent 6 for sneakers

**ASSIGNMENT QUESTIONS: “Sneakers”**

1. Should the following be included in Sneaker 2013’s capital budgeting cash flow projection? Why or why not?

a. Building a factory and purchase/installation of the equipment

- Yes most important

b. Research and development costs

- No, it’s a sunk cost

c. Cannibalization of other sneaker sales

- Reduce new values of old shoes, could have reduction of the sales and cost, or

- +sales of new shoes – Sales of old shoe =Net rev

- then VC->% rev (variable cost would be a percent of rev instead of individual.

d. Interest costs

- Not included, Wacc already has it

e. Changes in current asset/current liabilities accounts

* + Track how working capital changes through the years

|  |  |  |
| --- | --- | --- |
|  | * + Yr1 | * + Yr2 |
| * + AP |  |  |
| * + AR |  |  |
| * + Inv |  |  |
| * + Nwc=10 | * + 11 |  |

* + +$1 => - $1 CF
  + Do a separate table of accounts then put it into cash flow

f. Taxes

* + yes

g. Cost of goods sold

- yes

h. Advertising and promotion expenses

* + Yes

1. Depreciation charges
   * Non cash account
   * Helps reduce the taxable income
   * Add it back after tax

2. Produce a projected capital budgeting cash flow statement for the Sneaker 2013 project by answering the following:

* This investment is expensed immediately= important effect on taxes and project finances
* Equivalent annual annuity
* Replacement chain –
  + -inv. CF1 Cf2 Cf3
  + Then copy and paste for years 3-6
  + -Inv Cf1 CF2 (CF3-inv) CF1…

a. What is the project’s initial (year 0) investment outlay?

b. What are the project’s annual (years 2013-2018) net operating cash flows?

c. What is the project’s terminal (2018) non-operating net cash flow?

d. Does Sneaker 2013 appear viable from a quantitative standpoint? To answer this question, estimate the project’s payback, net present value, and internal rate of return.

**Persistence: Assignment Questions**

1. Which cash flows should be incorporated into the project’s forecast? Why or why not?

2. Produce a projected capital budgeting cash flow statement for the Persistence project by answering the following:

a. What is the project’s initial (year 0) investment outlay?

b. What are the project’s annual net operating cash flows?

c. What is the project’s terminal (2018) net cash flow?

3. Does Persistence appear attractive from a quantitative standpoint? To answer this question, estimate the project’s payback, net present value, and internal rate of return.

**Additional Assignment Questions**

1. Which project do you think is more risky? How do you think you should incorporate differences in risk into your analysis?

2. Based on the calculated payback period, net present value (NPV), and internal rate of return (IRR) for each project, which project looks better for New Balance shareholders? Why?

3. Should Rodriguez be more or less critical of cash flow forecasts for Persistence than of cash flow forecasts for Sneaker 2013? Why?

4. What is your final recommendation to Rodriguez?